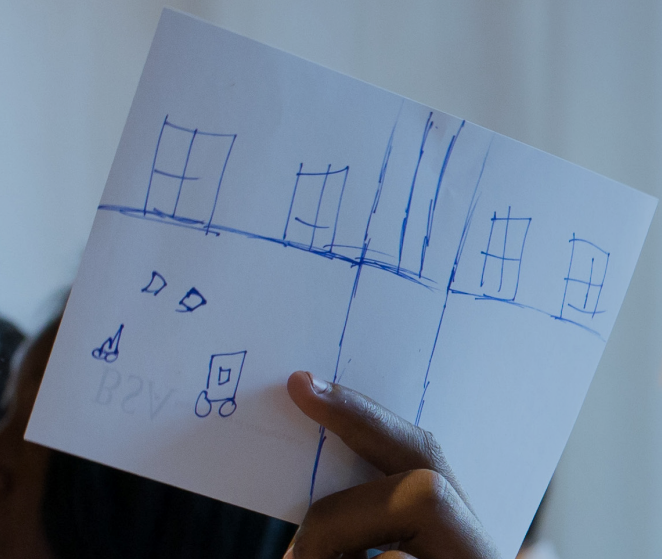


Guiding Growth: Towards An Inclusive City



Guiding Growth: Towards An Inclusive City
imagine.boston.gov



CITY OF BOSTON
Martin J. Walsh, Mayor

IMAGINE
BOSTON 2030

Today, Boston is a thriving, healthy and innovative city. Now is our chance to set the course for the next generation—to grow inclusively and ensure that all Bostonians have access to opportunity.

—Mayor Martin J. Walsh



The city is experiencing phenomenal growth.

No other major American city has made as dramatic a transition from post-industrial urban decline to significant job creation since 1980. Boston's vibrant neighborhoods, cultural assets, highly productive workers, innovative businesses and renowned hospitals and universities have spurred this era of rapid growth.

Between 2010 and 2014, our population grew by six percent, twice the rate of the nation.¹ By 2030, Boston will be home to at least 709,000 residents, an increase of eight percent from our current population and a number Boston has not seen since before 1960.² To house our growing population and reduce pressure on the housing market, we need to add at least 53,000 additional housing units.³ These new units must reflect our shifting demographics: households are smaller, with many more young adults and Baby Boomers seeking suitable housing that meets their preferences and that they can afford.

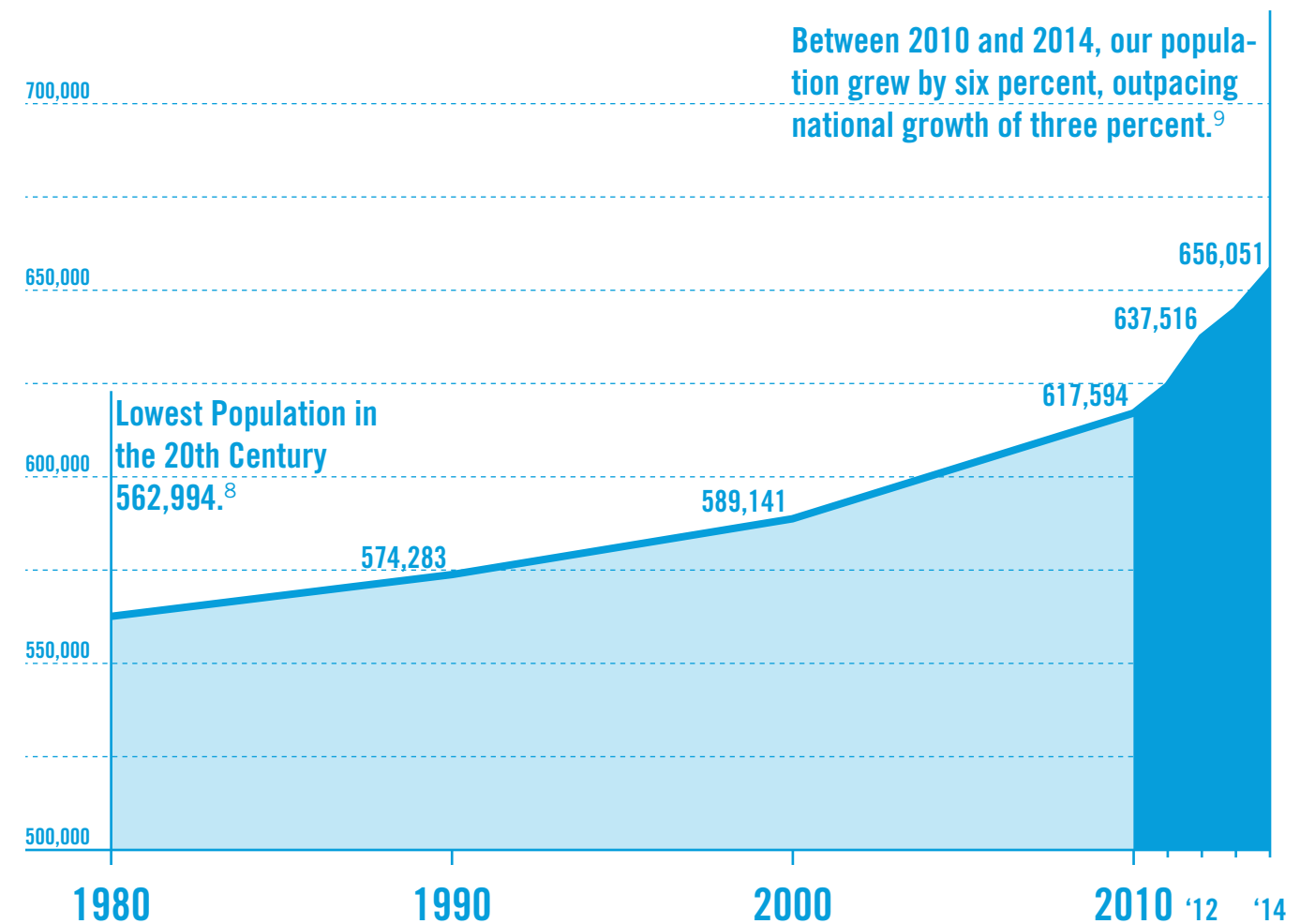
Alongside population growth, Boston added nearly 45,000 jobs between 2010 and 2014.⁴ Strong growth in professional services, health care and education has fueled this seven

percent increase and created a highly productive economy.⁵ Today, Boston workers are more productive than the average American worker, and their greater productivity adds \$24 billion in incremental productivity to the Boston economy every year.⁶

The commercial office sector has expanded apace, with 4.8 million square feet of new office space constructed between 2010 and 2015, a nearly 5 percent increase in the city's office stock, and another 4.2 million square feet of office space under construction or approved.⁷ This recent and upcoming office construction is equivalent to adding over seven new Prudential Towers to the city.

As we build new housing and office space, we must invest in improvements that ensure growth is inclusive and enable us to attract new workers and businesses.

Boston's population has recovered from a mid-century decline, growing steadily between 1980 and 2010 and rapidly over the last five years.



Growth is essential to becoming more inclusive.

Imagine Boston 2030 provides an opportunity for Boston to harness growth to make our city more equitable. While Boston is evolving rapidly with diverse residents, new jobs and more housing, many Bostonians are struggling. Housing prices are increasing, systemic poverty persists and income and educational attainment vary dramatically. Racial divisions endure and Boston's children grow up with uneven access to opportunities.

Growth provides us with the opportunity to make investments that address these challenges and improve quality of life for all Bostonians.

- ▶ Constructing new housing units and commercial space can address rising demand and help keep real estate prices in check, so a wider range of residents and businesses can afford to stay in Boston.
- ▶ Boston's leading industries, such as health care, provide jobs at many skill levels. Enabling these types of industries to grow creates more pathways to living wage jobs.
- ▶ Providing space where creative, innovative industries can grow attracts other companies and creates more jobs, investment and opportunity throughout our city.
- ▶ Boston relies on property taxes for two-thirds of the revenue the City needs to fund schools, public safety and services. A growing city means we have more revenue to support these critical functions and make investments that will make Boston stronger and more inclusive in 2030 and beyond.

To capture the benefits of growth, we must plan proactively. Imagine Boston 2030 is planning at the citywide scale to ensure that Boston's investments support the city's vision for inclusive growth. By actively guiding Boston's growth, we will make investments that yield multiple benefits. New housing will align with transportation investments, open space improvements will reduce climate risk and connect Bostonians to the waterfront, and offices and labs will be located near schools that train Bostonians for quality careers.

Imagine Boston 2030 will preserve and enhance what we love about Boston, while embracing growth to address our challenges and make our city stronger and more inclusive.

Bostonians have clear priorities for the future.

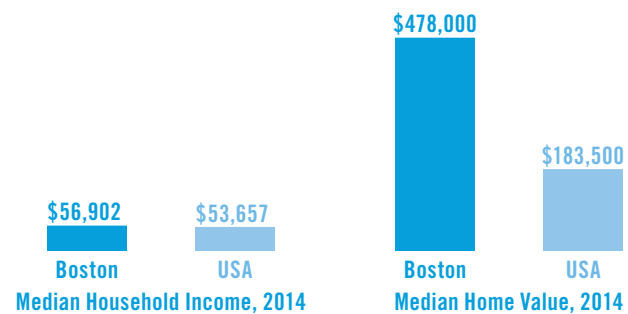
To guide **Imagine Boston 2030**, we turned to those who know the city best—the residents and businesses that call Boston home. Over the last few months, the City engaged Bostonians through open houses, visioning sessions, suggestion boxes, text messages, social media and web surveys to understand Bostonians' vision for the future. We listened. While this is only the beginning of collecting feedback, the early response has been clear.

When asked how their life will be better in 2030, the top three responses were:

Housing I can afford

While Boston's median household income is in line with the nation's, we have a much higher cost of living. 46% of Bostonians are housing cost burdened, paying more than 30% of their income to housing costs.¹⁰

Cost of Living, Boston vs. Nation ¹¹



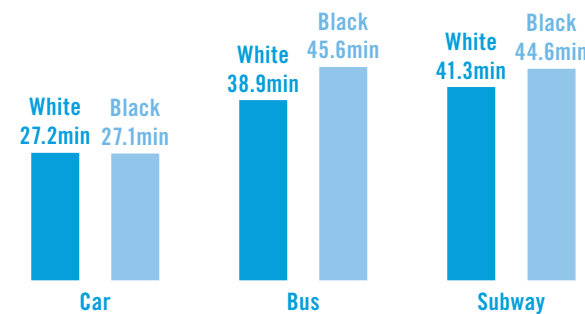
Imagine Boston 2030 will identify areas where new housing can be created to reach the City's 53,000 unit housing production goal, which includes nearly 27,000 units of workforce housing.¹²

Along with other City initiatives, including the Office of Housing Stability and the Housing Innovation Lab, identifying areas for housing will keep Boston affordable and encourage the growth of diverse, inclusive neighborhoods.

Better transportation options

Boston's aging infrastructure is straining to meet the needs of current residents and workers, a situation exacerbated by recent growth. Disparities in transportation persist, with non-white families experiencing longer commutes.

Mean travel times (in minutes), by race and by travel mode ¹³



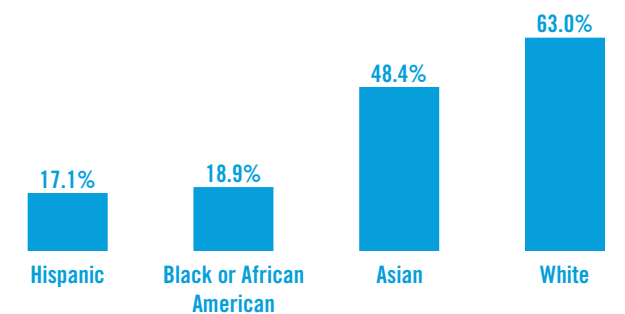
Imagine Boston 2030 will identify the key transportation investments needed to address current demand and support additional job and population growth.

As we do this, we will be informed by the work of Go Boston, the City's mobility plan. Through both Imagine Boston and Go Boston, we have heard from thousands of residents about their priorities for mobility. Based on this public input, we are developing strategies to improve bike, pedestrian, bus and train mobility, better connect Boston's neighborhoods and encourage Bostonians to take more trips on public transit.

Quality education for all

While many of Boston's growing sectors offer career ladders, education rates vary significantly among demographic groups, limiting economic mobility despite the presence of growing companies and quality jobs.

Share of Population Age 25+ with Bachelors Degree or Above ¹⁴



Imagine Boston 2030 recognizes the importance of education in reducing inequality and fueling our economy. **Imagine Boston 2030 will support the City's education initiatives by guiding the infrastructure and physical investments needed to connect Bostonians to schools and careers.**

As we do this, we will be supported by the City's education initiatives, which include expanding access to high quality early care and learning and modernizing the student learning experience through the City's ongoing High School Redesign initiative. Imagine Boston 2030 will also be informed by BPS' Educational and Facilities Master Plan, which is identifying the infrastructure and physical investments needed to provide 21st century learning.

Responding to Bostonians, Imagine Boston envisions a stronger, more inclusive city in its fifth century.

How you can help create the Plan

This winter share your thoughts on how we can guide growth.





Imagine a Boston where residents have access to affordable, quality housing...

...and where inclusive neighborhoods are home to Bostonians of many ages, races, perspectives and incomes.

Once the home to warehouses and abandoned lots, San Diego's East Village has recently become a vibrant, urban mixed-use district with significant developments of market and affordable housing. Housing developments, coupled with investment in public amenities such as the Central Library and Petco Park, have made the East Village San Diego's largest and fastest growing inclusive neighborhood.

Photo Credit: Joe Wolf

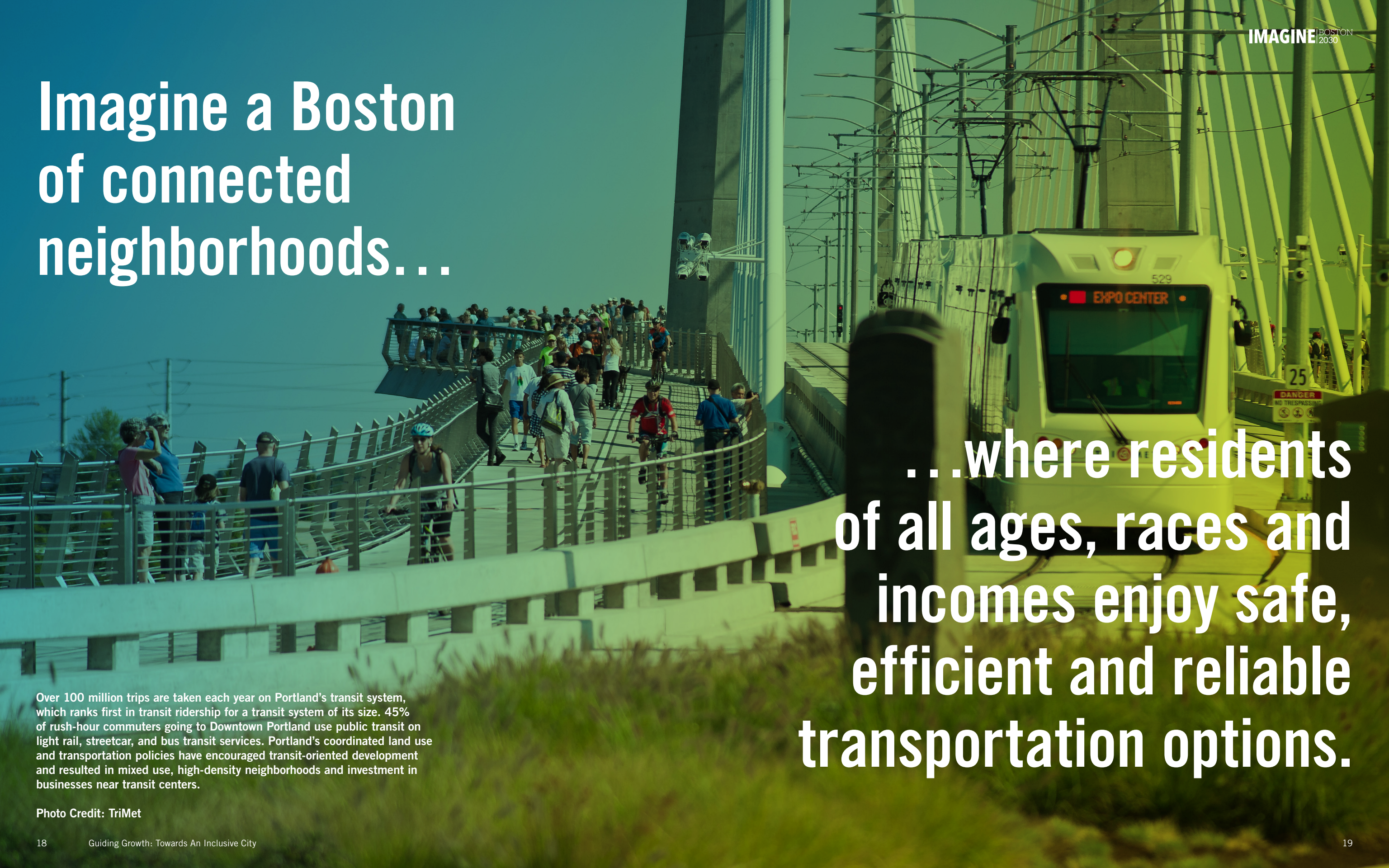
Imagine a Boston with a vibrant, inclusive economy...

...where residents have the training and transit needed to access quality careers in growing sectors.

Industry City, a six-million-square-foot former industrial campus on the Brooklyn waterfront in New York City, is being redeveloped as a dynamic innovation and manufacturing community. Industry City's Innovation Center provides training and job placement to equip local residents with the skills needed to access innovation economy jobs at Industry City and elsewhere. Today, 37 percent of Industry City's employees live in the surrounding Sunset Park neighborhood, a diverse community with a large Hispanic, Chinese and Indian communities and nearly half of Industry City employees live in the broader southwest Brooklyn area.

Photo Credit: Industry City

Imagine a Boston of connected neighborhoods...



...where residents of all ages, races and incomes enjoy safe, efficient and reliable transportation options.

Over 100 million trips are taken each year on Portland's transit system, which ranks first in transit ridership for a transit system of its size. 45% of rush-hour commuters going to Downtown Portland use public transit on light rail, streetcar, and bus transit services. Portland's coordinated land use and transportation policies have encouraged transit-oriented development and resulted in mixed use, high-density neighborhoods and investment in businesses near transit centers.

Photo Credit: TriMet

Imagine a Boston
where parks connect
communities...

...and where our
cultural events and
institutions reflect
our traditions and the
creativity and diversity
of our residents.

Maggie Daley Park is a 20-acre public space in Chicago's Grant Park near the Lake Michigan shoreline. Opened in 2014, the park connects to adjacent Millennium Park, creating a continuous open space in downtown Chicago and offering views of one of the city's greatest environmental assets—its lakeshore. Maggie Daley Park offers play spaces and fitness and cultural programs for children, adults and seniors, and provides needed recreation facilities like ice skating and rock climbing walls.

Photo Credit: Michael Van Valkenburgh Associates

Imagine a 21st century Boston Harbor...

...where waterfront investments create new economic opportunities and world-renowned public spaces, while protecting the city.

Hafen City in Hamburg, Germany is a former port area that is being redeveloped as a 388-acre mixed-use neighborhood with 14,000 residents and 45,000 jobs. Waterfront promenades and parks step down from elevated buildings to the waterfront, retaining connectivity to the Elbe River and protecting the area from flooding.

Photo Credit: Flickr Creative Commons

Imagine a Boston where buildings produce more energy than they consume...

P.S. 62 The Kathleen Grimm School for Leadership and Sustainability in Staten Island is the first net zero energy school in NYC and one of the first of its kind worldwide. The 68,000-square-foot two-story school offers an energy-use reduction of 50% over standard public schools using 1,600 photovoltaic solar panels, a wind turbine, heating and cooling systems powered by underground geothermal wells and other clean energy features.

Photo Credit: James Ewing/OTTO, Skidmore, Owings & Merrill LLP

...and where all children breathe clean air.

Imagine Boston
proposes four goals
to guide our city's
growth.

Goal 1

Provide quality of life in
accessible neighborhoods

Goal 2

Drive inclusive
economic growth

Goal 3

Promote a healthy environment
and adapt to climate change

Goal 4

Invest in infrastructure, open
space and culture

What goal can we set for Boston's neighborhoods?

Provide quality of life in accessible neighborhoods

We envision a future where people of diverse backgrounds and income levels thrive in all of Boston's neighborhoods and where all residents are safe on Boston's streets. To ensure quality of life in accessible neighborhoods, Imagine Boston will preserve and enhance our community fabric by guiding investments in housing, main streets, transportation and community spaces. We will identify places where we can build new housing at a variety of income levels, reducing strain on the housing market and ensuring that a diverse array of Bostonians can continue to call our city home.

How can we achieve this goal?

- ▶ Build and preserve housing that is affordable to Bostonians at a variety of income levels
- ▶ Create complete neighborhoods where all Bostonians are safe and have access to quality transit, healthy food, vibrant main streets and community spaces

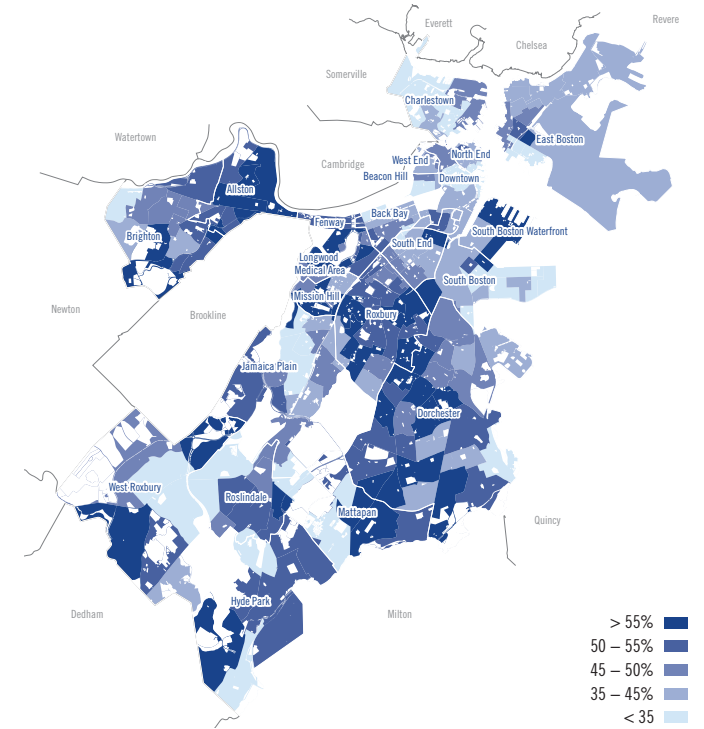
Why are we setting this goal?

Boston has vibrant neighborhoods with mature, thriving physical fabric and strong communities that Imagine Boston will work to preserve and enhance. These neighborhoods and Boston's vibrant economy are important assets as **Boston continues to attract the diverse workforce needed in a talent-driven economy.**

However, recent growth in housing prices spurred by insufficient housing supply **has made it harder for Bostonians to remain in their neighborhoods** and for our neighborhoods to fully reflect Boston's diversity.

We need to guide our growth to create complete neighborhoods with housing that is affordable to Bostonians.

Percentage of renters and owners who are housing cost burdened ¹⁵



46% of Bostonians are housing cost burdened, paying more than 30% of their income to housing costs.¹⁵

Rents are rising at **5 times** the rate of incomes.¹⁶

Create neighborhoods where people of all backgrounds and income levels can thrive and enjoy all that Boston has to offer.
—Roslindale resident

I want our city to remain a diverse, affordable place to live.
—Mattapan resident

What goal can we set for our economy?

Drive inclusive economic growth

We envision a future in which Boston’s growth delivers benefits to all of its residents and companies. In an economy driven by talent, quality of life is an economic asset. To ensure that Boston sustains its current growth, we will provide the space and quality of life our leading companies and institutions need to attract workers and offer well-paying jobs to Bostonians. To connect Bostonians to quality careers that provide living wages, we will build a robust network of job training programs, make strategic transportation investments, strengthen connections between local companies and residents and preserve key industries vital to our economic strength and diversity.

How can we achieve this goal?

- ▶ Expand access to quality jobs through training, education and technology access
- ▶ Expand competitive knowledge economy sectors by providing space, talent and networking
- ▶ Encourage the growth of mixed-use neighborhoods offering quality jobs close to residents
- ▶ Connect low-income communities to job-rich districts
- ▶ Reinforce the education, culture, open space and vitality needed to attract and retain talented residents and companies

Why are we setting this goal?

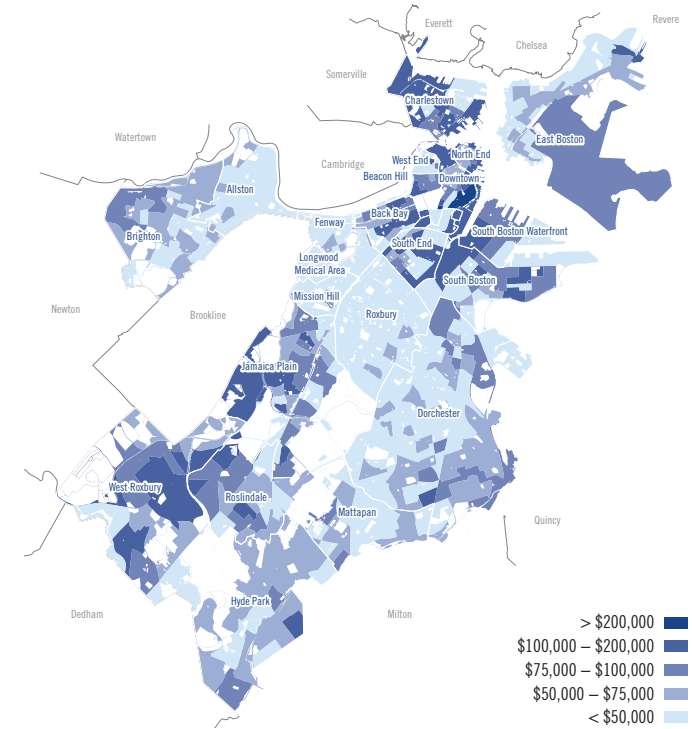
Boston is at the center of an innovative regional economy with a growing global presence.

Boston has seen enormous recent job growth relative to peer cities. Knowledge industries that attract talented workers and new businesses constitute a powerful jobs engine for the city’s future and create an **opportunity to strengthen career pathways** for Boston residents.

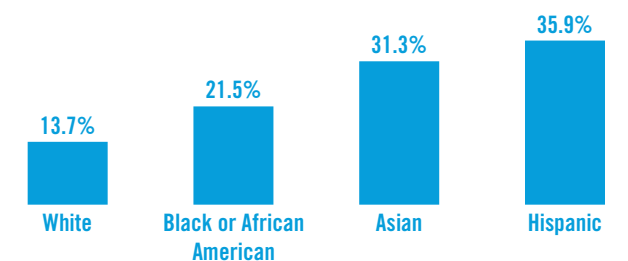
However, **persistent poverty and educational disparities** across neighborhoods and races **limit Bostonians’ economic mobility**.

To grow inclusively, we need to guide investment to address persistent disparities, ensure that Bostonians have access to quality careers and continue attracting talented businesses and workers.

Median Household Income ¹⁷



Poverty Rates by Race, 2013 ¹⁸



Create better job opportunities that pay a living wage.
—Roxbury resident

What goal can we set for our environment?

Promote a healthy environment and adapt to climate change

We envision a future in which Boston’s residents and businesses are able to thrive in the face of increasing climate risks and all Bostonians live in healthy neighborhoods. Through Imagine Boston, we will create a 21st century waterfront that reduces our vulnerability to climate risk, creates jobs and dramatically improves the public realm. We will embrace new approaches to greenhouse gas reduction and invest in the innovative energy systems, green infrastructure and remediated brownfields needed to make Boston a healthy place for all residents to live and grow.

How can we achieve this goal?

- ▶ Create a waterfront where vibrant public open spaces coexist with revitalized neighborhoods, commercial centers and important industrial uses
- ▶ Continue to be a global leader in reducing GHG emissions in the built environment and energy, transit and waste sectors
- ▶ Protect critical infrastructure and economic assets from impacts and disruption resulting from climate-related events
- ▶ Improve neighborhood quality of life and climate resilience through improved air and water quality, brownfield remediation and green infrastructure

Why are we setting this goal?

Climate change impacts, including coastal flooding exacerbated by sea level rise and storm surge, more frequent and heavier precipitation, and more frequent and intense heat waves, put Boston’s neighborhoods, residents and economy at risk.

However, we have shown leadership in the face of environmental challenges before. We have committed to reducing greenhouse gas emissions by 80 percent by 2050. Since 2005, we have successfully reduced greenhouse gas emissions by 17 percent.¹⁹

We know how to think big about the health of Boston’s environment. Since the 1980s, we have cleaned up the harbor and brought Bostonians back to the waterfront. Today, we are ready to invest in a waterfront for our fifth century—one that includes a mix of uses, ensures public access and reduces climate vulnerability.

We need to reduce our physical and economic vulnerability to climate risks and create a healthy, safe environment for residents and businesses.



An estimated **\$55 Billion** of Boston’s assets are exposed to a **100-year flood** event, making Boston the **12th most exposed** city globally.²⁰

Boston has experienced **10 inches** of relative **sea level rise** since 1920.²¹

Build a community that takes care of one another. We’re going to need it with the effects of climate change.
—Jamaica Plain resident

Have all new apartment buildings provide space for growing food and renewable energy on rooftops.
—Dorchester resident

What goal can we set to guide investments?

Invest in infrastructure, open space and culture

We envision a future in which Boston has multiple reliable modes of transportation, parks that connect communities and diverse cultural offerings that reflect our traditions and the dynamism of our future. Boston’s parks, cultural institutions and infrastructure have long provided a foundation for the city’s growth, attracting new residents and jobs and differentiating Boston from other cities. Through Imagine Boston, we will provide a roadmap for investing in these assets to ensure that they meet the needs of a growing, increasingly diverse population and support the range of businesses that fuel our economy.

How can we achieve this goal?

- ▶ Provide affordable, reliable 21st century mobility infrastructure in all neighborhoods, including safe multi-modal streets, new travel options and enhanced access to job centers and key services
- ▶ Build and enhance open space that accommodates a range of activities and residents of all ages
- ▶ Ensure a clean and vibrant public realm across all Boston’s neighborhoods
- ▶ Create and strengthen cultural offerings to reflect our diverse population and attract talent and tourism

Why are we setting this goal?

Boston has a strong foundation of open space and cultural institutions but **neighborhoods have uneven access to quality open space, main streets and culture.** Many storied cultural institutions are concentrated in a few neighborhoods, resulting in barriers to access. While many Bostonians can walk to a park, open space varies in quality.

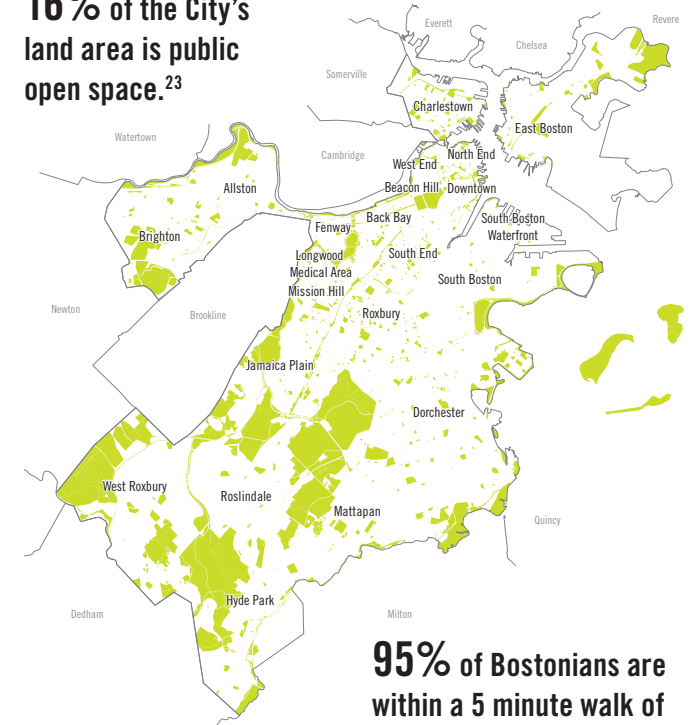
While Boston led the nation in developing reliable mass transit, today, **access to dependable, efficient transportation options vary significantly** between neighborhoods. Many low-income and minority communities are chronically underserved by transit.

Critical assets including **transit, public realm and parks are in need of significant funding** for maintenance, modernization and expansion.

We need to invest in infrastructure, open space and culture to ensure that Bostonians live in dynamic urban neighborhoods and that Boston’s businesses and institutions continue to grow and thrive.

Parks and Open Space ²²

16% of the City’s land area is public open space. ²³



95% of Bostonians are within a 5 minute walk of a park or open space, but the quality of these places varies. ²²

Lots of tree-lined parks, with activities for children, adults & seniors!

—East Boston resident

Participate in Imagine Boston

As we move forward, we need continued input to prioritize strategies to improve housing options, create jobs, reduce our risks from climate change and address longstanding issues of racial and economic equity. Over the coming months, we are seeking input to identify areas to preserve, enhance and grow across our city. This input will inform our strategy for guiding Boston's growth, which we will release in Summer 2016.

Join us at a community workshop, meet our street teams and participate online or on your phone to weigh in on Boston's future.

Engage in person

Community Workshops

March 2016
Visit imagine.boston.gov for dates and locations.

Attend a community workshop to learn about how the city is growing and share your ideas for how we can shape that growth to benefit all Bostonians.

Imagine Boston Forum

March 30, 2016
The Corcoran Center for Real Estate and Urban Action and the Rappaport Center for Law and Public Policy at Boston College will host the City of Boston to introduce Imagine Boston 2030's evolving strategic vision.

Street Teams

Late February through March
In your neighborhood!

Engage digitally

Digital Mapping

Share your ideas for how we can grow in a way that benefits all Bostonians.
imagine.boston.gov

Text-message updates and surveys

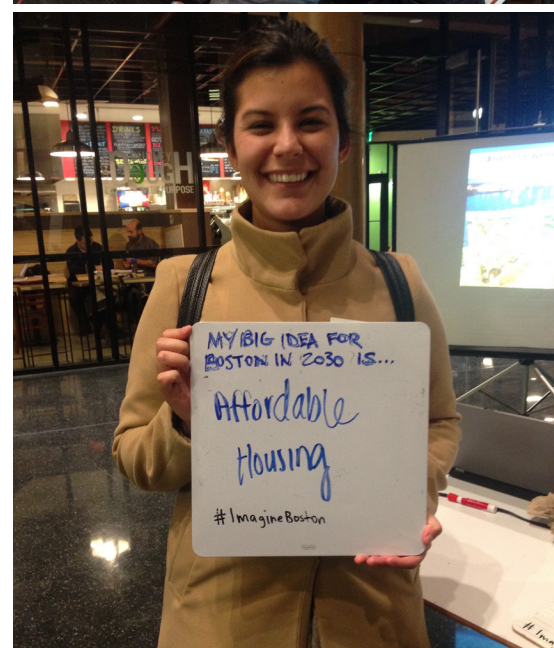
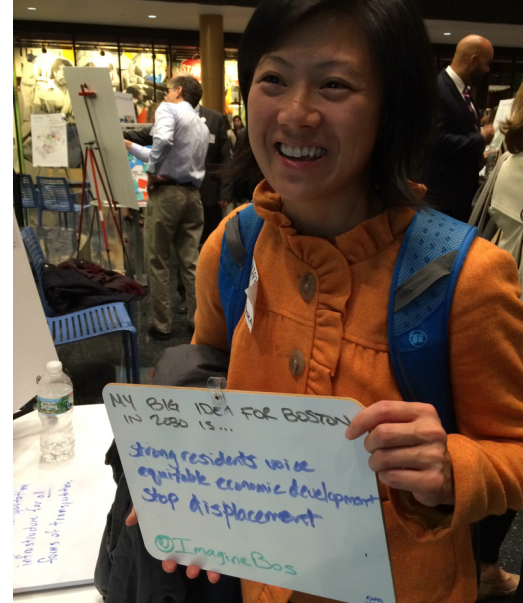
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Notes



- ¹ U.S. Census Bureau, 2010 Decennial Census, 2014 1-Year American Community Survey
- ² Metropolitan Area Planning Commission (2010 – 2030 demographic forecasts as used in Housing A Changing City, Boston 2030)
- ³ Housing A Changing City, Boston 2030
- ⁴ Economic Modeling Specialists, Inc
- ⁵ Economic Modeling Specialists, Inc. National job growth between 2010 and 2015 was six percent
- ⁶ U.S. Bureau of Economic Analysis, Massachusetts Executive Office of Labor and Workforce Development (DWD), BRA Research Division Analysis
- ⁷ CoStar 2010 – 2015 Office Deliveries, BRA Project Pipeline Database
- ⁸ U.S. Census Bureau Decennial Census
- ⁹ U.S. Census Bureau, 2010 Decennial Census, 2014 1-Year American Community Survey
- ¹⁰ 2009 – 2013, 5-Year American Community Survey
- ¹¹ 2014 1-Year American Community Survey; Zillow Home Value Index, 2015 1-Year average
- ¹² Housing A Changing City, Boston 2030
- ¹³ Go Boston 2030, 2008 – 2012 American Community Survey, Public Use Microdata
- ¹⁴ U.S. Census Bureau, 2009 – 2013 American Community Survey, Public Use Microdata Sample (PUMS), BRA Research Division Analysis
- ¹⁵ 2009 – 2013, 5-Year American Community Survey
- ¹⁶ Bostonians making \$80,000 a year can only afford the bottom 23 percent of the housing market
- ¹⁷ U.S. Census Bureau, 2009 – 2013 American Community Survey, BRA Research Division Analysis, MassGIS
- ¹⁸ Source: U.S. Census Bureau, 2009 – 2013 American Community Survey, Public Use Microdata Sample (PUMS), BRA Research Division Analysis
- ¹⁹ Greenovate Climate Action Plan 2014
- ²⁰ Nature Climate Change, OECD
- ²¹ NOAA via City of Boston
- ²² City of Boston Open Data, Mass GIS
- ²³ City of Boston 2015 Tax Assessor and Parcel Data, City of Boston Open Data. Area includes the Boston Harbor Islands

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